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PM 700 The Servant as Leader

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The Servant as Leader
3 Hours, June 2000

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Welcome to PM700F: The Servant as Leader. As a core (required) course for the Master of Divinity degree, this experience will equip servant leaders of leaders. God raises up leaders for every context and era. Each of us, by position at least, faces the expectation of taking the point – leading God’s mission in our church or organization. We will explore our own leadership character and competence as we prepare to put on the divine mantle.

I am Tom Tumblin and I come to the course after ten years at one of the leading ministry laboratories, Ginghamburg Church in Tipp City, OH. I believe all people confront a call to lead at various times. While some may display the spiritual gift of leadership, all have leadership capacity. The question becomes how to maximize that capacity.

We will create an experience that joins some of the premier leadership theory and practice. We will both study and practice what it means to lead. We will ground ourselves in the Biblical images of servant leadership and do the hard work of refining our hearts with the help of God’s Spirit. We will also develop tools and skills for being the best leaders possible.

NOTE: This syllabus will undoubtedly be tweaked during the course and I will keep you updated on the refinements. Also, this syllabus is intended for PM700 use only and is not for publication beyond the ATS community.

Support

- For library support, after you have searched for materials yourself, you can contact [Hannah Kirsch@asburyseminary.edu](mailto:Hannah_Kirsch@asburyseminary.edu). For interlibrary loan assistance you may contact [Dorothy James@asburyseminary.edu](mailto:Dorothy_James@asburyseminary.edu).
- For any other concerns or ideas with the course, contact me using the e-mail or phone number above or while I am on campus during the intensive week.

A Few Selected Terms

Most of the concepts we will discuss are fairly common. A few are somewhat specialized.

- *Leader* refers to one who is called to build people and systems to accomplish a mission.
- *Servant leadership* can be observed wherever the leader chooses to model the heart and style of Jesus.
- *Ecclesiology* refers to the Biblical models and theological understandings of the local church and the Church Universal.
- *Unpaid servant* describes the Scriptural theme of a person using their spiritual gifts according to their call from God without salary expectations.

If there are other terms we use throughout the course which are new to you, please be bold to ask for clarification.

Value to You

Thousands of books have been published on leadership. Many of them parade exceptional individuals and esoteric theories. We will examine some perennial theories of leadership as well as selected model leaders. More importantly, we will draw out a Biblical theology of leadership. We will work on two levels: the individual and the corporate. By the end of the course, each of us will sharpen our personal leadership issues and skills. We will also create beginning maps for leading groups and organizations.

Course Objectives

As a result of this experience, we will:

1. Explore the key images of the Christian church and what image or model we personally prefer. We will also examine ministry styles within each of the models.
2. Trace selected biblical leaders and their leadership lessons for us.
3. Examine our personal leadership development and life plan.
4. Review classical leadership theories.
5. Strengthen our understanding and practice of change and conflict resolution.
6. Grow in team building skills for accomplishing God's mission.
7. Apply leadership theory to leadership practice in the church and para-church.

Assignments

A. Online Preparation

Since the Orlando version of PM700 is an intensive week together, we will use the Extended Learning (ExL) environment to prepare for the intensive week. A student e-mail account will be required. The Hersey chapters, Clinton and Thrall should be read prior to the intensive week. Bandy and Anderson, along with the remaining Hersey chapters, will be due by July 28. We will open the ExL portion of the course on June 5 and will keep it open through July 28. Your final paper will be due August 4.

To offset the online expectations, we will use portions of the intensive week to do field visits of model church and parachurch settings. See the course schedule for details.

B. Readings

The required texts for our experience are below. The course schedule will help define when you should have the readings done to match the topics of the course. You can purchase these books at the Asbury Bookstore. If you have read any of these texts, we can negotiate alternative readings.

The Management of Organizational Behavior, 7th ed. by Paul Hersey and Ken Blanchard (627 pgs. – especially attend to chapters 4, 8, 9, 19, 21)

The Making of a Leader by Robert Clinton (272 pgs.)

Christian Chaos: Revolutioning the Congregation by Tom Bandy (336 pgs.)

Leadership That Works: Hope and Direction for Church and Parachurch Leadership in Today's Complex World by Leith Anderson (224 pgs.)

The Ascent of a Leader by Bill Thrall et al. (195 pgs.)

B. Short Think Pieces

Along with the expected in class interaction, we will submit 1-2 page think pieces as conversation starters. We will use for this writing the 4MAT system that simply is a two section design for recording the facts and feelings on the topic.

That system is described below. See the course schedule below for topics and due dates.

The 4-MAT System Instructions

(Adapted from *The 4MAT System* by Bernice McCarthy)

Top Section:

In the first paragraph, list the Author, Title, Publisher, Date (if a book) or Critical Issue(s).

1. In the next paragraphs, write a tight/clear summary or abstract. Not a review, but the essence of the book or issue(s) as the author or originator of the issue would describe it. Proving that you understand the book topic, write as if you were the author or originator, in first person voice instead of third person. No bullets or quick lists. Give a deep, insightful summary or abstract.

Bottom Section:

2. Concrete stories or your own memories in anecdote: What personal life story or memory did the book or issue(s) spark in you. Tell it in first person as a self-authored parable. To quote Dr. Don Joy on this item, "If you can not connect the reading, lecture or movie to your own past and present life experience, you will likely never be able to teach or to use what you have paid your tuition and invested time to learn."
3. Reflection/Questions: What questions popped to mind as I read the book or considered the issue(s)? What bothered me about it? Where do my experiences disagree with or confirm the insights? What questions are left unanswered?
4. Actions required: What do I need to do about these questions and learnings. Beyond praying, thinking, reading or reflecting, what actions do I need to take? Maybe it means changing a habit. Possibly it demands a phone call or conversation with someone. Maybe it means making an accountability covenant with a soul mate to ensure application of the principle(s) gleaned.

C. Model Church Interview

We will research leadership issues impacting Christ's Church in North America. Each course participant will use an interview worksheet (to be provided) for use in interviewing one of these churches by phone or in person. We will submit the worksheets for review to discover both common and unique elements.

D. Team Projects

We will create teams of about five participants each. Each team will have exercises and discussions throughout the course, starting with the online ramp-up segment. There will be team assignments, as outlined in the course schedule, to add value to the course experience.

E. Final Paper

On June 30, I will submit a hypothetical leadership challenge as the final paper topic. You will have until August 4 to respond to the challenge in ways that reflect your understanding of ecclesiology, leadership theory and practice, change, and your own leadership preferences. Your response will probably be 10-15 pages.

F. Course Interaction

By design, the quality of our community depends on the investments made in the class sessions. One of the resources we will provide for you is an online folder entitled "Easum Forum" into which will come daily posts from several of Bill Easum's online forums. During June and July, you will be asked to respond to at least one of the posts in "Easum Forum" by opening the other new online folder you will see, "Easum Responses." Submit a response to one of Easum's issues and then, sometime during the two months, respond to at least one other PM700 peer's reflections. In other words, you will interact with the Easum posts at least once and interact with another PM700 participant at least one. (We will walk you through the logistics to make this easier than it sounds.)

When responding to a post, please keep your comments to a paragraph. Allow every participant a chance to interact. We will work together to maximize these communication tools.

Grading

As participants in a graduate education experience, we begin with the assumption that you will work at the “A” level of quality. In other words, the grade is yours for the keeping. The expectations are that you will:

- do the readings and submit the writings as reflected in the course schedule
- be a vital member of your course team for the assigned projects
- regularly join the in class interaction

The assignments will be worth the following points:

4 Think Pieces @ 10 points each =	40 points
2 Church Interviews @ 2.5 points each =	05 points
Team Projects =	10 points
Course Interaction =	05 points
Final Paper =	<u>40 points</u>

TOTAL POINTS POSSIBLE	100 points
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Course Schedule

Date	Topic	Key Submissions (See module folder for other interaction for each module)	Readings
Week of June 5	Character of the Leader	Online: personal introduction and response to the online discussion question of the week: What are the essential elements of a leader’s character and how do we develop it?	Thrall
Week of June 12	Leadership Frames	Online: as teams, discuss the stages of the situational leadership model and its implications for ministry decision making.	Hersey, chapters 4, 8, 9, 19, 21
Week of June 19	Leader Development	Online: discuss the 2 or 3 major turning points in your decision to become a Christian leader?	Clinton

INTENSIVE WEEK			
6/26/00 Monday	Module 1: Introduction, Ecclesiology and Leadership Profile	Complete the leader profile with spiritual gifts, MBTI and DiSC scores.	Scan Esther
	Module 2: Values, Vision and Passion	Submit a 2 page Think Piece using the 4MAT system on Thrall	Scan Nehemiah
6/27/00 Tuesday	Module 3: Introduction to Leadership Theories	Submit a 2 page Think Piece using the 4MAT system on Clinton	Scan John 11- 17 and Philippians 2
6/28/00 Wednesday	Module 4: Selected Church Leadership Issues		Scan Wesley articles (provided online)
	Module 5: Change and Conflict Resolution		
6/29/00 Thursday	Module 6: Teams		Scan I & II Peter
	Module 7: Leadership Development	Submit a 2 page 4MAT Think Piece on Clinton	Scan I Samuel 26 – II Samuel 6
6/30/00 Friday	Module 8: Wrap Up	Final paper topic distributed	Scan Genesis 12-25
Week of July 3	Reading Week		

Week of July 10	Church Interviews	Submit interview reports by Friday, July 14	
Week of July 17	Reading Week	Submit 2 page Think Piece on Bandy	
Week of July 24	Reading Week	Submit 2 page Think Piece on Anderson	
Week of July 31	Final Week	Submit Final Paper by Friday, August 4	

Evolving Bibliography

This database will be a growing resource. It will appear on your e-mail account and will be open for you to expand by adding key materials you have found. My version will be titled PM700Bib.

Buford	Bob	Half Time: Changing Your Game Plan from Success to Significance	Grand Rapids, MI	Zondervan	1994
Buford	Bob	Game Plan: Winning Strategies for the Second Half of Your Life	Grand Rapids, MI	Zondervan	1997
Covey	Stephen R.	The Seven Habits of Highly Effective People: Restoring the Character Ethic	New York	Fireside/Simon & Schuster	1989
Covey	Stephen R.	Principle-Centered Leadership	New York	Fireside/Simon & Schuster	1991
Goleman	Daniel	Working with Emotional Intelligence	New York	Bantam Books	1998
Guinness	Os	The Call: Finding and Fulfilling the Central Purpose of Your Life	Nashville	Word	1998
Jones	Laurie Beth	The Path: Creating Your Mission Statement for Work and for Life	New York	Hyperion	1996

Palmer	Parker J		The Courage to Teach: Exploring the Inner Landscape of a Teacher's Life	San Francisco	Jossey- Bass	1998
Palmer	Parker J		To Know as We Are Known: A Spirituality of Education	New York	Harper & Row	1983
Paterson	Tom		Living the Life You Were Meant to Live	Nashville	Thomas Nelson	1998
Sweet	Leonard	Denise Marie Siino	A Cup of Coffee at the Soul Café	Nashville	Broadman & Holman	1998